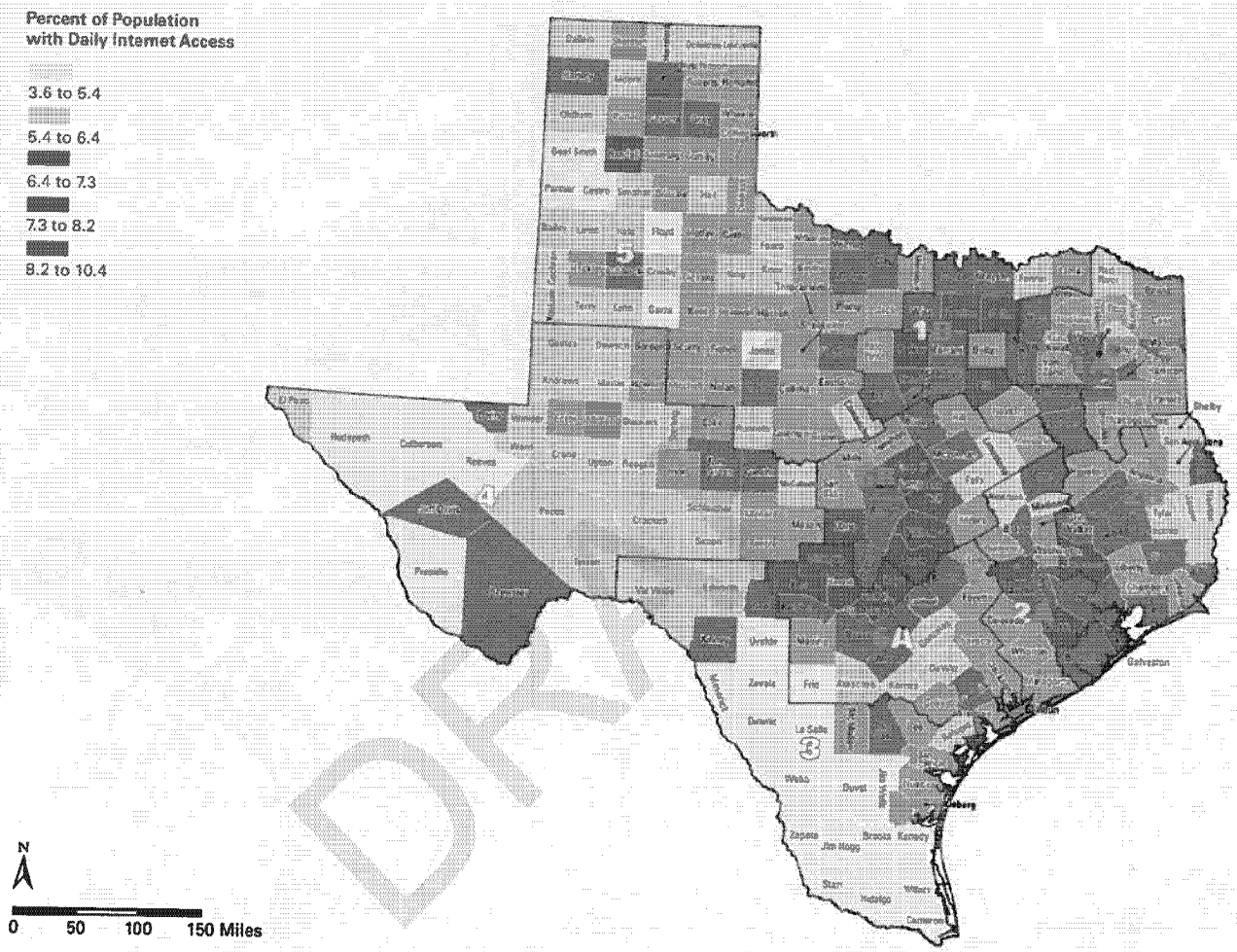

Figure 45. Percent of population with daily Internet use by county.

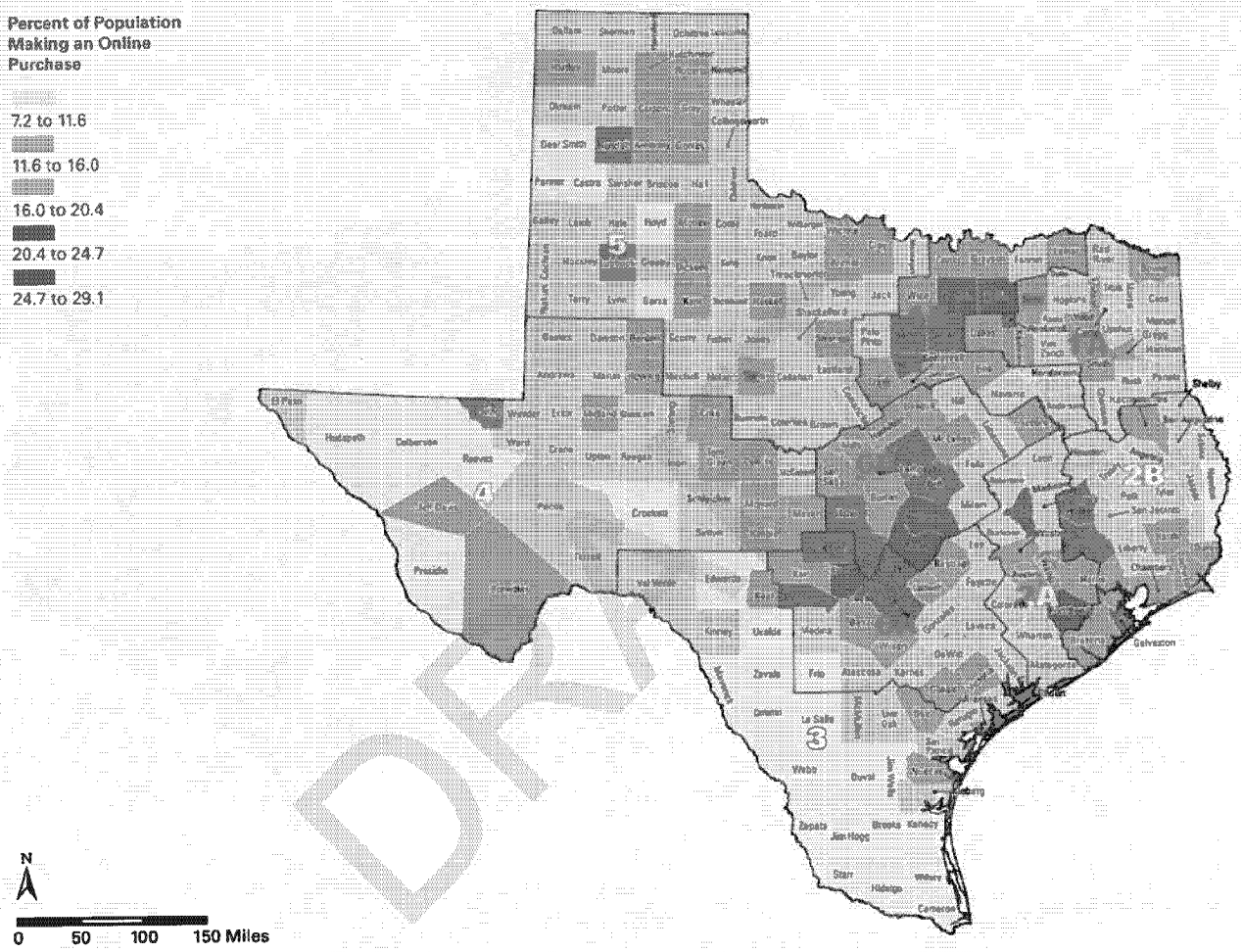

Figure 46. Percent of population that made an online purchase within 30 days of Internet connectivity data collection by county.

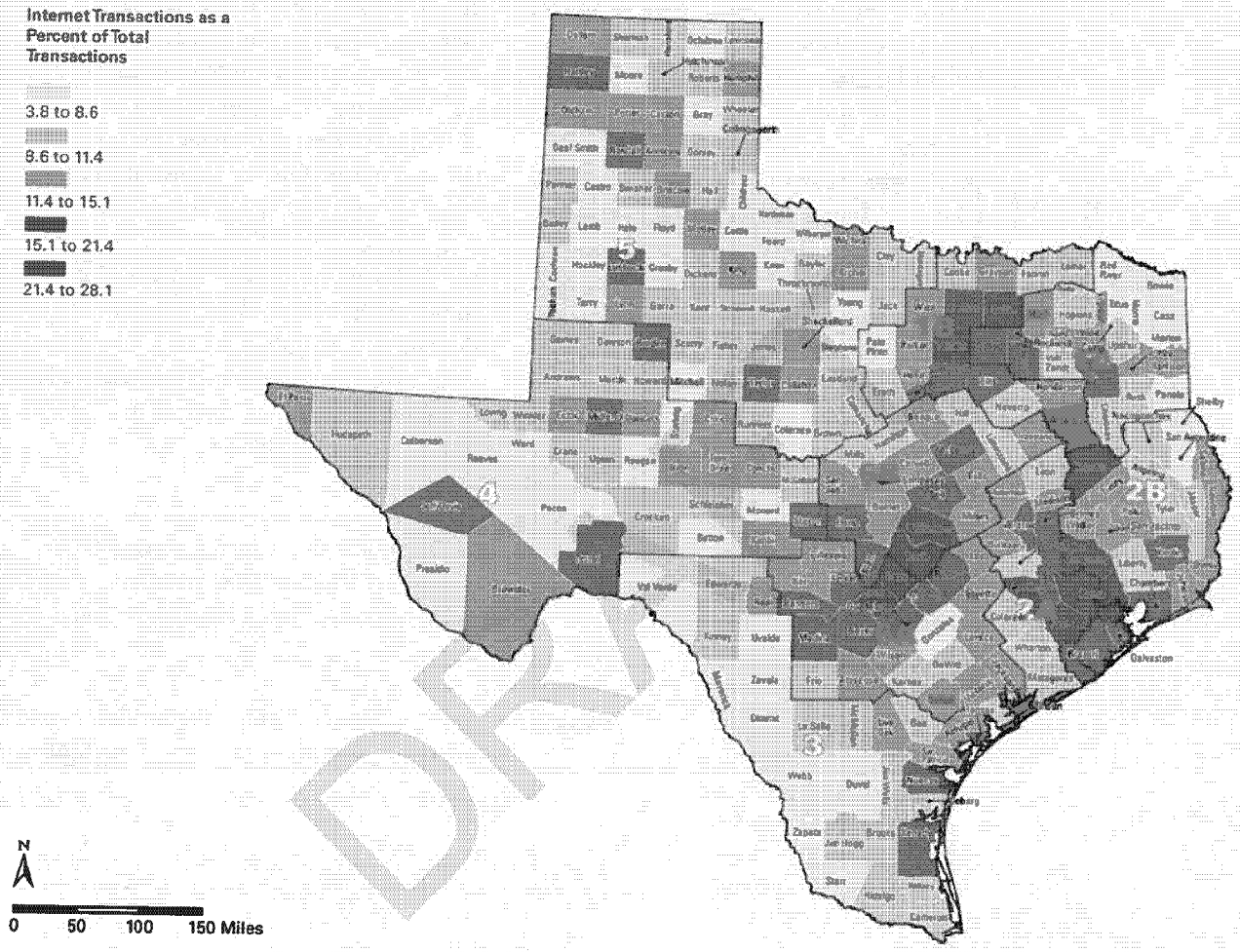

Figure 47. Internet transactions as a percentage of total initiated transactions by county.

The correlation analysis showed statistically significant correlations between Internet initiated transaction percentages and two of the three Internet connectivity variables. The strongest correlation was between Internet initiated transactions and people who used the Internet daily at 0.539. The correlation between Internet initiated transactions and people who made an online purchase within 30 days of Internet connectivity data collection was the next strongest correlation at 0.471. The correlation between Internet initiated transactions and individuals that had Internet access was 0.119 and was not statistically significant (Table 10). The correlation analysis suggested that having access to the Internet was not connected to whether or not a customer used the Internet to initiate a transaction. Daily Internet usage and making purchases online were better indicators of populations that used the Internet for DL services.

TRANSACTIONS FOR TEMPORARY VISITORS

The volume of initiated transactions for Temporary Visitors was 88,121. The 2010 DLS data contained initiated transactions for Temporary Visitors from 189 Countries of Origin. Country of Origin volumes of initiated transactions for Temporary Visitors ranged from 0 to 9,572. India was the most frequent Country of Origin with a volume of 9,572. Mexico had the second highest volume at 5,603 and El Salvador had the third highest volume at 4,159. Countries of Origin volumes for initiated transactions for Temporary Visitors are depicted in Figure 48 and Appendix A, Table 7A.

The United States was listed as the Country of Origin in 3,085 initiated transactions for Temporary Visitors. These transactions were removed from analysis, because, by defini-

		Percent Access to Internet	Percent Daily Internet Use	Percent Purchased Item Online
Internet Transactions	Correlation Coefficient	.119	.539*	.471*
	Significance (2-tailed)	.058	.000	.000

* *Correlation is significant at the 0.01 level (2-tailed)*

Table 10. Percent of Internet initiated transactions by county had a significant correlation with percent of people with daily Internet use and percent of people that made an online purchase within 30 days of Internet connectivity data collection. Percent of people who simply had access to Internet did not have a significant correlation with Internet initiated transactions.

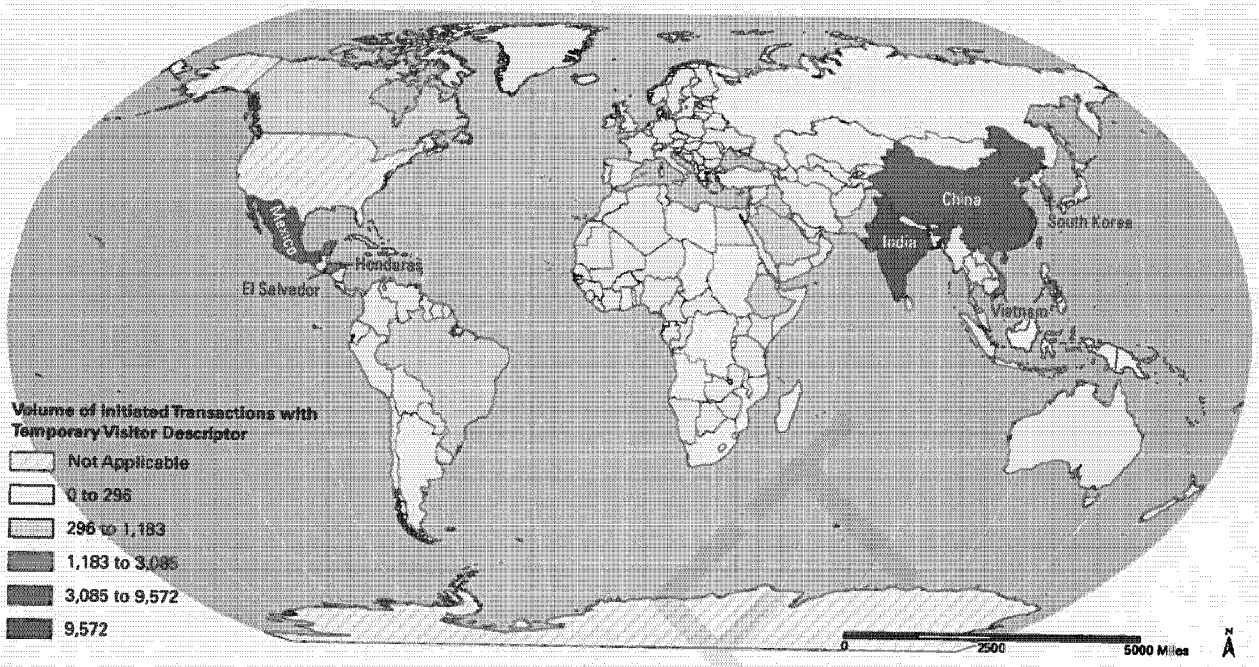

Figure 48. Countries of Origin Volumes for initiated transactions for Temporary Visitors.

tion, these transactions are for customers not from the United States. It is not known why the United States was listed as the Country of Origin for these transactions. The complexity of initiated transactions for Temporary Visitors could have contributed to these errors in data entry. Safeguards against data entry errors, additional employee training, or limiting locations where initiated transactions for Temporary Visitors are issued could increase data accuracy and usability.

DRIVER EDUCATION

Volume analyses and descriptive statistics analyses revealed inconsistencies in the DLS driver education data. Many transactions that were expected to have had driver education data did not. For example, only 38% of all Original DL transactions for 15- to 24-year-olds had driver education data. As a result of data inconsistencies and the likelihood of misleading results, no further analyses were completed on driver education.

Some of the inconsistencies in driver education data could be a result of weaknesses in the DLS and employee training. Currently, driver education documents must be scanned to complete a transaction requiring driver education information. However, the Driver Education Type field in the DLS is an op-

tional field and does not have to be filled-in to complete a transaction. As a result, some technicians may not have filled-in the driver education field. A solution to increase data accuracy and reduce the need for additional employee training is a change to the DLS that would make the Driver Education Type field a required field. This simple change in the DLS would prevent future driver education data inconsistencies and ensure that future data could be analyzed.

VISION, KNOWLEDGE, AND ROAD TESTS

Inconsistencies were revealed in the DLS Dataset test data. Analysis revealed that test results were recorded cumulatively and followed a customer through all of his or her transactions. For example, if a customer took and passed four vision tests since their first ID/DL transaction, the vision test field would contain a four. This means that the data does not reveal whether a particular type of test was passed or failed for the specific initiated transaction being analyzed. Instead, the data only revealed how many tests were passed and how many were failed by an individual over the course of all of their transactions. Thus, tests administered in CY 2010 could not be uniquely identified. As a result, no further analyses were completed on test data. To improve the usability of test data, a new field could be added to the database to allow for the recording of test passes/fails for transaction specific tests in addition to having a field with cumulative test results.

MODEL AND RISK EMPLOYEES

The greatest volume of transactions completed by an employee was 10,036. The lowest volume of transactions completed by an employee was 38 (Table 11).

Table 11. Model and risk employees by volume of transactions completed.

	Rank	User ID of Employee	Site Code	Volume of Transactions Completed, 2010
Model	1	SG00249	182	10,036
	2	KW06101	212	9,481
	3	JC06767	217	9,170
	4	DC04889	639	8,012
	5	RH07346	217	7,950
	6	SG00539	141	7,789
	7	MO00263	115	7,692
	8	AT08786	299	7,681
	9	SP08291	114	7,613
	10	AP05251	205	7,609
Risk	1	JB07561	402	38
	2	RM03805	604	39
	3	CM06756	215	42
	4	KU10597	207	60
	5	MV10600	207	60
	6	JP09288	421	78
	7	BF07123	402	78
	8	UJ00379	219	83
	9	TW10037	207	85
	10	SD10857	206	88

The model and risk employees by processing time for each transaction type are listed in Table 12.

The cumulative time to complete all statewide transactions for the model employee would be 221,070 hours. The risk employee would complete them in 1,032,252 hours (Table 13). Of course, one employee would not be able to complete all the statewide transactions. However, this standardized measure allows all employees to be compared to highlight the large variation between the model and risk employees.

Table 12. Model and risk employees by transaction processing time for each transaction type.

		Duplicate ID			Original ID			Renew ID		
	Rank	User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time
Model	1	KU10597	207	00:03:49	SG00249	182	00:02:17	CW02017	109	00:01:45
	2	CC10481	299	00:02:48	CW02017	109	00:02:18	LG00663	299	00:01:47
	3	LB05253	607	00:01:58	RR00235	111	00:02:33	MF02050	613	00:01:54
	4	KO00428	405	00:01:42	CR00779	308	00:02:40	SG00249	182	00:01:55
	5	AS06829	602	00:02:17	KW06101	212	00:02:45	CR00779	308	00:01:59
	6	CM06769	204	00:02:42	CO07960	111	00:02:45	VM08808	314	00:01:59
	7	ED06924	616	00:02:44	KO00428	405	00:02:47	KO00428	405	00:02:01
	8	LA05500	313	00:02:07	MF02050	613	00:02:48	KW06101	212	00:02:05
	9	BG07537	529	00:03:47	SW07492	6956	00:02:51	AJ01645	613	00:02:05
	10	CO10319	421	00:02:14	DG07271	232	00:02:51	SW07492	216	00:02:06
Risk	1	OR07964	406	00:05:41	JB07561	402	00:10:31	JB07561	402	00:10:47
	2	JB07561	402	00:03:18	RM03805	604	00:10:09	RM03805	604	00:08:43
	3	GM09648	523	00:03:37	OR07964	406	00:09:27	RS10469	299	00:07:11
	4	RM03805	604	00:07:34	FL07416	101	00:08:41	OR07964	406	00:06:43
	5	LP00803	401	00:04:23	JF10462	607	00:08:37	CG10003	504	00:06:38
	6	ED00783	303	00:04:49	JP00149	115	00:08:29	AM07241	448	00:06:30
	7	EL01039	301	00:04:14	SD07481	403	00:08:28	MV10600	207	00:06:30
	8	MQ07095	521	00:05:19	CG10003	504	00:08:16	BV10910	124	00:06:27
	9	BW00710	638	00:05:09	BW00710	638	00:08:11	CP10847	140	00:06:18
	10	CS00797	320	00:03:58	MH07660	302	00:08:06	MH08074	512	00:06:15

(continued)

(continued) **Table 12.** Model and risk employees by transaction processing time for each transaction type.

		Duplicate DL			Modify DL		
	Rank	User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time
Model	1	SG00249	182	00:01:33	DT09299	207	00:02:49
	2	VM08808	314	00:01:41	EM00209	108	00:03:31
	3	CW02017	109	00:01:45	ND07770	607	00:03:31
	4	KO00428	405	00:01:47	RF00218	312	00:03:38
	5	JB00140	132	00:01:53	CA04830	320	00:03:44
	6	KW06101	212	00:01:53	AL12262	205	00:03:47
	7	CO07960	111	00:01:54	BG07537	529	00:03:47
	8	PH07239	405	00:01:55	DR10939	605	00:03:48
	9	CR00779	308	00:01:56	RK00293	134	00:03:50
	10	JG07954	114	00:01:56	GB10942	212	00:03:54
Risk	1	JC00359	206	00:05:35	TH07494	635	00:47:49
	2	RM03805	604	00:05:26	LL07669	396	00:38:41
	3	BS07806	219	00:05:21	YA07425	506	00:34:24
	4	MA09670	216	00:05:18	MV04870	502	00:34:07
	5	BJ06658	604	00:05:16	LO09319	324	00:33:49
	6	MS08397	604	00:05:15	MR00426	420	00:32:39
	7	FL07416	101	00:05:12	DA09693	122	00:31:30
	8	MH07660	302	00:05:10	CM09637	609	00:31:20
	9	OR07964	406	00:05:09	DH05654	409	00:30:56
	10	PL00275	101	00:05:08	MF02050	613	00:30:37

(continued)

The ideal employee, a composite of the model employee for each transaction type by processing time, could complete all statewide transactions in 191,323 hours (Table 13).

It is difficult to classify model and risk employees because there are many unknown factors that cannot be explained with the available data. When determining model

(continued) **Table 12.** Model and risk employees by transaction processing time for each transaction type.

		Original DL			Renew DL		
	Rank	User ID of Employee	Site Code	Average Processing Time	User ID of Employee	Site Code	Average Processing Time
Model	1	CW02017	109	00:04:13	SG00249	182	00:02:01
	2	KH00232	108	00:04:31	LG00663	299	00:02:16
	3	EM00209	108	00:04:32	KW06101	212	00:02:18
	4	VE09815	206	00:04:32	CW02017	109	00:02:24
	5	MC07310	206	00:05:04	AT08786	299	00:02:28
	6	KW06101	212	00:05:09	CR00779	308	00:02:30
	7	RK00293	134	00:05:12	VM08808	314	00:02:35
	8	MN10422	616	00:05:19	VE09815	206	00:02:35
	9	SW07492	216	00:05:25	AL12262	205	00:02:36
	10	RV00525	141	00:05:28	LL00292	182	00:02:37
Risk	1	LG00303	299	00:45:30	PT06835	699	00:09:32
	2	JB07561	402	00:36:49	OR07964	406	00:09:17
	3	TH00517	504	00:34:02	MH07660	302	00:07:36
	4	MH07660	302	00:33:26	TL01948	604	00:07:32
	5	RL00309	307	00:33:22	MB10486	426	00:07:25
	6	DW05726	627	00:32:28	MQ07095	521	00:07:22
	7	NC03013	318	00:32:22	MS08397	604	00:07:19
	8	BT01668	508	00:31:56	LG00303	394	00:07:13
	9	LP00803	401	00:31:18	DA00732	320	00:07:01
	10	AM07241	448	00:30:36	BW08779	604	00:06:57

and risk employees by transaction volume for example, 38 was the lowest volume of transactions completed by an employee. This employee could have been a supervisor who normally did not process transactions but may have filled in periodically when needed. In addition, the analysis did not consider the types of transactions each employee processed. Certain transaction types such as Original DLs take several minutes longer to process than other transaction types. Employees with short average transaction processing times may have been tasked with completing transaction types that had shorter

processing times. Therefore, it is misleading to classify a person as a model employee simply because he/she had low average processing times. This variation in transaction type processing times also has an influence on the volume of transactions an employee can process. Employees that processed transactions that had longer average processing times most likely had smaller volumes of processed transactions. Another factor that must be considered is location. An employee in a high volume DLO cannot be compared with an employee in a low volume DLO because the number of transactions being processed by the employee in the low volume DLO is not reflective of the employee's abilities but rather of customer demand.

Table 13. Model and risk employees by time that would be required to complete cumulative statewide transactions.

	Rank	User ID of Employee	Site Code	Time to Complete Cumulative Statewide Transactions (hours)
Model	1	CW02017	109	221,070
	2	LG00663	299	240,331
	3	EM00209	108	242,210
	4	KH00232	108	243,452
	5	DT09299	207	244,814
	6	VE09815	206	250,582
	7	SW07492	216	258,763
	8	CG00295	217	260,577
	9	RK00293	134	261,362
	10	JC06767	217	262,660
Risk	1	LG00303	394	1,032,252
	2	OR07964	406	922,814
	3	RL00309	307	899,948
	4	JB07561	402	893,698
	5	NC00774	305	893,443
	6	MH07660	302	883,960
	7	TH00517	504	868,162
	8	YA07425	506	853,466
	9	NC03013	318	840,939
	10	TH07494	635	827,662

4 Conclusions & Recommendations

The Business Intelligence Analysis report has provided a detailed view of 2010 statewide and regional transaction and demographic data to inform short-term and long-term decision-making aimed at improving the customer experience at DLOs across Texas. The most salient conclusions and recommendations are summarized below.

- Initiated transactions have temporal variation throughout the day, week, and year. Staffing and service decisions should consider these temporal variations.
- Among the seven transaction types, there is variation in the volume of initiated transactions and the average time spent processing each type of transaction. When targeting transaction types for processing time (transaction plus wait time) improvement, both transaction volume and processing time variation should be considered to achieve the greatest processing time improvement with the least cost.
- The seasonal peak and regional variation in initiated transactions for Temporary Visitors should be considered when staffing and offering services because of the specific requirements of this type of transaction.
- Overall, the Regions containing Austin (6A), San Antonio (6B), DFW (1A and 1B), and Houston (2A and 2B) were modeled an increased number of DLOs and FTEs. All other Regions were modeled fewer DLOs and FTEs. These results indicate a need for the redistribution of resources for the state to achieve equitable allocation of DLD services.
- Model reallocated FTEs and initiated transactions volumes by region and Mega Urban Study Area revealed that the placement of one Mega DLO in Austin, one in San Antonio, and two in both DFW and Houston would most equitably serve customers.
- The addition of six Mega DLOs will likely improve DLD services in Austin, San Antonio, DFW, and Houston. The addition of the potential Mega DLOs may alter customer demand at nearby existing DLOs. As this occurs, FTE

assignments will need to be modified at nearby DLOs to best serve customer demand.

- A New FTE Disparity remained at many existing DLOs and potential Mega DLOs after the FTE Assignment process was complete. To equalize New FTE Disparity, it is important that as employees leave (e.g. retire, resign) a DLO that has a positive New FTE Disparity, additional employees are not hired to filled the over allocated FTE positions. As these FTE positions become available from DLOs that were over allocated, the FTE positions should be transferred to DLOs that have a negative New FTE Disparity (FTE Need). Transferring FTE positions that become available from over allocated DLOs to DLOs with FTE Need would potentially allow for the newly available FTE(s) to have a positive impact on a greater number of customers.

- Over time, multiple DLOs could be closed with minimal disruption to employees and customers. The closure of some, or all, of these DLOs would make resources available for reallocation to other DLOs where they could have a positive impact on a greater number of customers.

- The high correlation between percentage of people who used Internet daily and Internet transactions as a percentage of total transactions can be used to target counties for marketing campaigns aimed at encouraging the use of online DLD services. Any counties with a low percentage of Internet transactions, but a high percentage of people who used Internet daily have the potential to increase Internet transaction volume. Increasing Internet transaction volume will reduce stress on DLOs.

- Model and risk employees can be determined using multiple methods. Although the results of these methods differ, they are all similar in that there is a large variation between the model and risk employees. Although it may not be reasonable to expect all employees to perform to the level of the model employees, they serve as a measure of what is possible for an employee.

- The discovery of data inconsistencies for both testing and driver education data, highlight the importance of collecting data in a way that can be meaningfully analyzed. This can be achieved by requiring the entry of data for certain fields for specific transaction types and by implementing data collection methods that record transaction specific information (not cumulative from multiple transactions).

- Future research, studies, and analyses should be explored to determine cost/savings estimates for DLO closures and openings, optimal number of statewide FTEs, and longer-term office location and staffing recommendations. These tasks are achievable after the acquisition and analysis of additional data including detailed arrival- and wait-time data.

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A Appendix A: Additional Tables

Table *of* Tables

Table 1A. Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Abilene	30,256	13.1	1.9	1.5	0.2
Alice	11,600	5.1	2.9	0.5	0.3
Alpine	2,320	1.1	1.2	0.1	0.1
Alvin	31,339	13.9	3.1	1.4	0.3
Amarillo	55,380	23.5	2.5	2.4	0.3
Andrews	3,297	1.8	1.8	0.2	0.2
Angleton	26,021	11.5	3.2	1.3	0.4
Anson	1,994	1.2	1.2	0.1	0.1
Aransas Pass	13,072	5.8	3.3	0.4	0.2
Arlington	83,014	34.1	2.6	3.8	0.3
Athens	15,294	6.8	2.5	0.7	0.3
Atlanta	3,962	2.2	2.2	0.2	0.2
Austin - Capitol	739	0.3	0.4	0.0	0.0
Austin - Denson	4,510	2.0	1.1	0.3	0.2
Austin - North	81,257	34.4	1.8	3.9	0.2
Austin - Northwest	62,581	26.5	2.8	2.7	0.3
Austin - South Congress	71,817	30.4	2.2	2.8	0.2
Ballinger	1,825	2.7	2.7	0.2	0.2
Bastrop	14,709	6.5	2.1	0.7	0.2
Batch Processes (Mobile DLOs)	10,770	2.6	2.6	N/A	N/A
Bay City	8,906	3.9	2.2	0.4	0.2
Baytown	41,064	18.2	2.6	1.8	0.3
Beaumont	43,927	19.0	3.1	1.6	0.3
Beeville	7,298	3.3	2.5	0.4	0.3
Big Lake	442	0.9	0.9	0.1	0.1
Big Spring	7,182	10.8	5.4	1.1	0.5
Boerne	22,765	10.1	3.8	1.0	0.4
Bonham	5,860	2.7	2.9	0.3	0.3
Borger	5,454	2.4	1.5	0.3	0.2

(continued)

(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

	Initiated Transaction Volume	Usage		Processing	
		DLO	FTE	DLO	FTE
Bowie	4,270	2.1	1.1	0.3	0.1
Brady	1,410	0.7	0.7	0.1	0.1
Breckenridge	2,071	2.2	2.2	0.2	0.2
Brenham	14,019	6.2	3.5	0.6	0.3
Brownfield	3,048	1.6	1.6	0.2	0.2
Brownsville	42,322	18.7	2.6	1.3	0.2
Brownwood	9,759	4.3	2.4	0.4	0.2
Bryan	42,783	18.1	2.1	1.4	0.2
Cameron	3,274	2.6	2.6	0.2	0.2
Canton	11,248	5.0	2.8	0.5	0.3
Carrollton	75,812	32.1	3.1	3.1	0.3
Carthage	4,324	2.0	2.2	0.1	0.1
Cedar Hill	39,806	16.8	2.2	1.5	0.2
Center	5,778	2.7	2.9	0.2	0.2
Centerville	2,709	1.3	1.3	N/A	N/A
Childress	2,856	1.3	0.8	0.1	0.1
Clarksville	2,068	1.1	1.1	0.1	0.1
Clear Lake	60,692	25.7	3.0	2.3	0.3
Cleburne	31,292	13.6	3.1	1.6	0.4
Cleveland	17,351	7.7	2.9	0.6	0.2
Coleman	1,346	1.3	1.3	0.1	0.1
Colorado City	1,154	1.4	1.4	0.1	0.1
Columbus	10,114	4.5	2.5	0.5	0.3
Comanche	2,312	1.2	1.2	0.1	0.1
Conroe	63,519	28.1	2.4	3.0	0.3
Copperas Cove	11,293	5.0	2.8	0.4	0.2
Corpus Christi	63,759	27.0	2.1	2.7	0.2
Corsicana	12,202	5.4	3.0	0.5	0.3
Crane	774	0.6	0.6	0.1	0.1

(continued)

(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

		Usage		Processing	
	Initiated Transaction Volume	DLO	FTE	DLO	FTE
Crockett	4,496	2.0	2.2	0.2	0.2
Crosbyton	1,420	0.8	0.8	0.1	0.1
Crystal City	3,849	1.8	1.9	0.2	0.2
Cuero	3,856	1.8	1.9	0.2	0.2
Daingerfield	2,909	1.6	1.6	0.2	0.2
Dalhart	978	2.7	2.7	0.2	0.2
Dallas - Downtown	37,924	16.8	3.1	0.9	0.2
Dallas - East	87,777	37.1	2.3	4.0	0.2
Dallas - Southwest	48,697	20.6	2.2	2.1	0.2
Decatur	15,881	7.0	2.0	0.8	0.2
Del Rio	10,829	4.8	1.8	0.5	0.2
Denton	44,663	19.8	2.8	1.9	0.3
Denver City	2,490	1.3	1.3	0.2	0.2
Dimmitt	1,308	1.2	1.2	0.1	0.1
Dumas	5,762	3.9	1.9	0.3	0.2
Eagle Pass	11,712	5.2	1.9	0.5	0.2
Eastland	4,372	2.0	1.1	0.2	0.1
Edinburg	31,743	14.1	2.3	1.0	0.2
El Paso - Gateway	51,192	18.5	2.0	1.7	0.2
El Paso - Hondo Pass	33,023	14.0	1.6	1.4	0.2
El Paso - Northwest	32,478	13.8	2.0	1.3	0.2
El Paso - Scott Simpson	50,396	20.5	2.0	2.1	0.2
Fairfield	1,648	4.5	4.5	0.5	0.5
Floresville	7,253	3.4	1.8	0.3	0.2
Floydada	940	0.5	0.5	0.0	0.0
Fort Bliss	1,917	0.8	0.3	0.1	0.0
Fort Hood	4,358	2.0	2.2	0.2	0.2
Fort Stockton	2,766	1.3	1.4	0.2	0.2
Fort Worth	69,311	28.5	2.9	3.1	0.3

(continued)

(continued) **Table 1A.** Driver License Office Usage and Processing Factors.

		Usage		Processing	
	Initiated Transaction Volume	DLO	FTE	DLO	FTE
Fredericksburg	5,720	2.7	2.8	0.3	0.3
Friona	653	1.0	1.0	0.1	0.1
Gainesville	10,724	4.7	2.7	0.4	0.2
Galveston	4,188	1.9	0.7	0.5	0.2
Garland	70,994	30.1	1.7	3.6	0.2
Gatesville	5,168	2.4	2.6	0.2	0.2
Georgetown	40,410	17.9	4.0	1.9	0.4
Gilmer	7,619	3.4	2.0	0.4	0.2
Gonzales	5,419	2.5	1.6	0.3	0.2
Graham	5,012	2.7	1.3	0.3	0.1
Granbury	12,897	5.7	3.2	0.6	0.4
Grand Prairie	38,904	16.5	2.8	1.5	0.2
Greenville	16,311	7.2	2.1	0.7	0.2
Groesbeck	4,186	2.5	2.5	0.3	0.3
Hamilton	1,059	0.8	0.8	0.1	0.1
Harlingen	31,021	13.1	2.6	1.1	0.2
Haskell	954	1.3	1.3	0.2	0.2
Hempstead	20,896	9.3	3.5	0.8	0.3
Henderson	8,529	3.8	2.1	0.4	0.2
Hereford	4,953	2.6	1.3	0.2	0.1
Hillsboro	7,555	3.3	2.3	0.3	0.2
Hondo	7,039	3.9	2.0	0.4	0.2
Houston - Dacoma	78,517	33.2	2.3	2.3	0.2
Houston - Gessner	151,236	64.1	1.7	5.5	0.1
Houston - Grant Road	81,078	34.3	2.7	2.6	0.2
Houston - Tidwell	41,697	17.7	2.6	1.4	0.2
Houston - Townhurst	94,703	40.1	2.8	2.8	0.2
Houston - Vantage Parkway	56,519	23.9	2.0	1.5	0.1
Houston - Winkler	67,994	28.8	2.3	2.2	0.2

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